Annual Report 2017
Changing Realities.
Strengthened Collaboration.
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OPENING STATEMENTS

Hafez Ghanem
Vice-President for the Middle East and North Africa
The World Bank Group (WBG)

The 2017 Annual Report of the Center for Mediterranean Integration (CMI) allows me to reaffirm a simple message: greater regional integration is essential to achieving peace and stability in the Middle East and North Africa (MENA) Region. Reaching across the Mediterranean, the CMI is uniquely positioned to connect countries from both rims of the basin with knowledge and experience, and to promote cooperation around common interests for mutual benefit.

I recognize that this is easier said than done. The sixty countries of the Mediterranean basin are heterogeneous. Northern, EU-integrated countries benefit from greater cross-border trade and investment, while the south side of the Mediterranean is in turmoil, afflicted by social unrest and in some countries, civil war. North-South relations are at a breaking point, overwhelmed by a large and sudden influx of refugees and migrants, and increasingly frequent terrorist incidents - global spillovers of exclusion and conflict in MENA. The voices calling for a closing of borders are getting louder and more persistent, sowing even more distrust in a vicious cycle of rising extremisms.

But make no mistake: this bleak picture only means that it is now that cooperation in the Mediterranean is needed the most. Greater cooperation can help address the two most compelling problems facing MENA countries, namely youth unemployment and violent conflict. North-South cooperation is essential to deal with the immediate consequences of migration and refugees, as well as the roots of instability, and provide knowledge and access to global markets in the long-term. South-South integration is essential to promote trade and new economic and social policies that will create jobs and foster sustainable growth.
The challenge I pose today is therefore to turn the current paradigm on its head, and put cooperation at the center of peace and stability. For that the CMI draws on the long and rich experience of cooperation among EU countries - and serves as a reminder to decision-makers throughout MENA that Europe once faced many of the challenges that are now shaping their own countries. For Europe, the path that started among the ashes of the Second World War, grew from the European Coal and Steel Community into an entity, today’s European Union, that ushered in six decades of peace and prosperity on the European continent. Fragmentation can turn into social and economic diversity. Conflict – even in MENA – can definitively give way to free and competitive markets.

As this report showcases, the CMI has proved instrumental in meeting the region’s most pressing challenges. Its Refugee and Mobility Program helped launch a peer-learning network of 80 host municipalities to support the welfare of refugees and host countries. The CMI fostered ground-breaking reflections on the linkages between education, jobs, and violent extremism prevention. It hosts the Mediterranean Forum on Electricity and Climate Change to support mutual learning on the transition of Mediterranean countries to low-carbon economies. Its multi-donor water hub is actively raising awareness on water security, including hosting a new Mediterranean Water Youth network to give young people an increased voice in the region.

The CMI’s focus on strong regional and local partnerships is an acknowledgment that, in the pursuit of regional cooperation, the means are as important as the ends. Whether building partnerships, supporting multi-country cooperation, or connecting countries to global knowledge and experience, the work of the CMI is more important today than ever before. I hope you find the Annual Report interesting and inspiring. The CMI and its partners invite you to learn more about our work and to identify how you can contribute to bringing peace and stability to the Middle East and North Africa.
The Middle East and North Africa region continues to encounter overwhelming challenges, with multiple and complex emergency situations on an unprecedented scale, causing untold losses of human lives and physical infrastructure. Over fifteen million people have fled their homes, most as a result of the conflict in Syria, representing the most serious crisis of forced displacement since the Second World War.

Lebanon was one of the first countries to freely open its borders and welcome families fleeing the nearby conflicts. The Lebanese people reacted in solidarity and without hesitation to the emergencies and opened their homes to the refugees. The first relief initiatives were individual and community based. Lebanese citizens used their own resources to provide welcoming shelters and services to the displaced families – despite the prevalent hard economic conditions.

The situation has worsened since 2011, particularly in Syria, and an overwhelming influx of refugees has left Lebanon with over 1.5 million registered refugees (Syrians, Iraqis and Palestinians) in a country of 4.4 million inhabitants.

These numbers are not only alarming for demographic considerations, but also for social and economic realities. Today, 1.1 million registered Syrian refugees are distributed in approximately 1,000 Lebanese cities and villages. Critically, a large portion of rural villages hosts a greater number of refugees than the local population.

The Lebanese municipalities, especially in rural areas, have been at the forefront of the refugee crisis since day one. Due to their proximity to the Syrian border, local governments took charge of the organization of the refugee influx, and provided, to the best of their abilities and in coordination with the central government and international organizations, services, infrastructure and facilities for the refugees.
The refugee crisis has aggravated the economic, political, and security challenges in Lebanon, which has impaired the major drivers of the economy. While at the beginning, refugees were in need of emergency services, today, they are requesting decent living conditions and services including healthcare, transportation, education, and employment, putting enormous pressure on the country’s weak economy and infrastructure.

In response to this crisis, Lebanon has embarked on a plan to tackle the challenges, and has called on the international community to carry its share of the burden and to provide the needed support to adequately cope with this situation.

For six years in a row, the Lebanese Government and communities have been offering a global public good: hosting the biggest number of refugees per capita in the world. This courageous position should not be solely applauded or saluted. Indeed, it is crucial that Lebanon does not stand alone facing these big challenges burdening its physical and financial resources.

Lebanon requests today that the international community invests in peace in Syria, since the main solution to this crisis is to ensure the return of refugees to their home country. In this regard, the Lebanese Government has clearly expressed its position and its full readiness to cooperate with the specialized international agencies for the safe return of the refugees.

As we count down to this important day, we urge the international community to support Lebanon in alleviating the humanitarian tragedy of both the refugees and the affected host communities.

From this perspective, the Center for Mediterranean Integration has proven to be an essential tool for Lebanon. The CMI has played an important role in offering host communities opportunities to learn from one another, to generate ideas together, and to improve strategies. The Center’s multi-partner nature and the various activities undertaken under the “Refugees and Host Municipalities” theme have been of a great added value.

Lebanon has been a member of the CMI since it began. Over the years, the center has played an important role in fostering dialogue between the two rims of the Mediterranean. This was clearly confirmed by the independent assessment carried out recently by recognized evaluators. For this reason, we believe that the CMI should continue to play its important role as a mediator, with the continuous support of its members and via an extension of its mandate for a fourth phase.
Commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), the German Agency for International Cooperation (GIZ) has engaged in sporadic cooperation with the CMI since its beginning in 2009 through GIZ’s CoMun Program, a cluster of several projects supporting capacities for urban management and participatory local governance in the Maghreb region. In 2012 GIZ concluded a formal cooperation agreement with the CMI and seconded experts to the Marseille office. Cooperation has intensified since then. At present, CMI and GIZ are cooperating in two prominent fields:

Territorial cohesion: the way people in Morocco, Tunisia and Algeria will live and work in the future will essentially be decided in the cities – that’s where almost two-thirds of people already live. By the year 2050, the UN expects the Maghreb’s population to increase by another approximately 30 million. This development comes along with significant challenges for central and local Governments. How can governments involve the citizens in political processes? How do municipal administrations need to be transformed if they are to become more citizen-friendly and constitute a place where services are provided fast and professionally, and where citizens feel respected? Almost half of the region’s population is under 25 years of age. This generation wants to participate actively in society. They demand jobs and political participation. How can their needs be met? This question will be decisive for the social and economic stability throughout the entire region. Cities and municipal authorities have a major role to play in meeting these challenges. Together with other CMI-partners, GIZ’s CoMun Program supports governments and civil society at the southern rim of the Mediterranean to optimise city management in a way that strengthens people’s trust and confidence in their local government institutions, and to operate towards sustainable cities and stronger territorial cohesion. During the past Financial Year, this work has been backed
by a common concept paper and a MENA-wide high-level dialogue on territorial cohesion.

Refugees: the GIZ Global Refugees Program joined the CMI in hosting the first CMI Workshop for Municipalities Hosting Refugees, in Amman, Jordan in May 2016. Since then, GIZ has continuously collaborated with the CMI Refugee program and enriched its Community of Practice with technical expertise on social cohesion. Among the outcomes of this work stream, a Mediterranean Learning Network for Municipalities Hosting Refugees was launched, gathering more than 80 Municipalities from Iraq, Jordan, Lebanon, Palestine, and Turkey, to exchange their experiences and technical expertise on various issues faced by host communities. GIZ contributed to the Network by designing and co-organizing several events, focusing specifically on the topic of social cohesion, a key issue for various sectors of social and economic life in municipalities hosting large numbers of refugees. This cooperation with CMI has been very fruitful and appreciated, and the exchange very constructive. The peer-to-peer learning methodology used here has turned out to be relevant for another project, BMZ’s Special Initiative for refugees, and in particular for its employment promotion initiative.

Sharing our knowledge with the CMI Community has significantly enriched our work, which has been of much benefit to our partners around the Mediterranean. Our joint efforts have created synergies in terms of knowledge-sharing and up-scaling of the outcomes of various projects supporting capacity-building in highly interconnected development fields such as territorial cohesion, and thus reaching more people and making our work more efficient. Providing opportunities to the young generation is the overall target in every action. We are convinced that the CMI, which we see as a common working space for the MENA development community as well as a platform for dialogue and knowledge exchange between all partners, south and north, is more needed than ever, given the multitude of development challenges. Finding answers is in the common interest of the international community. We are confident that the CMI is the right platform to continue our collective work on such regional public goods.
WE LIVE BY THE SAYING, “CARPE DIEM,” YET WE PUT OUR TRUST IN TOMORROW

When I was in my twenties, a few springs ago, I realized that I had lived my young years deprived of many human rights, robbed of my voice and stripped of my potential; so, I felt obliged to leave Syria, my home country, to seek a life of dignity and safety somewhere else. Ever since, not a day has gone by when I have not thought of my peers, especially those who have lived through even more dire circumstances. This made me take a step back to study and work on the situation at a more universal level. The situation is worsening even as I write these words. An unprecedented 65.6 million people around the world have been forced from their homes, among them are nearly 22.5 million refugees forced to flee out of their countries, over half under the age of 18, and more than 90% under the age of 40. This huge figure constitutes a population which exceeds in numbers the inhabitants of 137 countries around the globe. Horrendous disaster! Yet there is more to it than its exponential horror...

In spite of the gravity of this situation, the last years have taught me that hope could strongly exist in the midst of such a crisis, since amongst these millions of young refugees, there is a great potential for transformational change, if galvanized properly. Be it academic or intellectual qualifications, innovation skills, or the desire to work hard, their energy could be translated into a compelling momentum for socioeconomic development. I strongly believe in that potential, not only because of the experience my colleagues and I lived through while creating SouriaLi as an inclusive platform for all voices, and which has become one of many active and productive refugee-led activities constructively engaging with and serving hundreds of thousands of people. I also believe because of the many inspiring accounts and stories we have heard from refugees and then amplified throughout our project’s lifetime.

In spite of the uniqueness of each voice, there was a fortunate commonality in the great promise that each voice seemed to carry. And there has been an even more unique trait which came through all of those who spoke up—they remind the world community that refugees have agency, and that their contribution is key to develop solutions that are effective and sustainable.

Except for a very few, these voices are currently suffering from social, economic and political exclusion, denying the young refugees the possibility of contributing to the paradigm shift that is
taking place in thinking and action, stopping them from becoming a core part of the inclusive and sustainable growth that is developing, and leaving them to be the most vulnerable group in their host communities.

This exclusion is clearly causing this youth to: 1) lose their chances of getting quality education and professional training, which they need to capitalize on their capacities and enhance their abilities in problem solving, critical thinking and collaborative teamwork; 2) have fewer employment opportunities and chances to better their economic situation. Participation by young refugees in the economic life of their host communities helps stimulate the local economy, and gets these young people to share experiences and expertise, sparking the spread of innovative methods, capacities and know-how. Exclusion, on the other hand, is not only a risk to global socioeconomic development. It also opens a dangerous path towards radicalization, not only in thought, but also in action.

On the upside, the dreadful phantom of these complex challenges could be mitigated by investing along two essential axes: 1) scaling up coordinated burden-sharing procedures, and developing a meaningful cost-effective cooperation around the Mediterranean and all over the globe, to benefit both host and refugee communities and foster regional ownership and a prosperous socioeconomic evolution. 2) adhering to the UN General Assembly’s 2016 New York declaration, which states that all refugee policy must contain direct refugee input in order to guarantee the achievement of the Sustainable Development Goals in line with a commitment to the Leave No One Behind policies.

These actions would guarantee better access to quality education, adapted employment and concrete social inclusion, and would also benefit the world, now and in the future, as the lessons learned today could serve well in any other future immigration crisis, whether caused by conflicts, or Global Warming and future climatic changes.

However, for these actions to be fruitful, we all need to stand strong together, be it young refugees, civil society, the private sector, municipalities, states and development institutions, to cope with today’s and tomorrow’s major challenges.

We do not inherit the earth from our ancestors; we borrow it from our children. In order to be true to our promise, it should be our collective responsibility to keep an eye on the present and follow the dictum “Carpe Diem” (Seize the Day). But unlike what the Latin phrase says, our other eye should be on putting ALL of our trust in tomorrow’s builders, the youth.

Our future is purely social and led by the young and the grassroots. It is they who are the right actors to promote sustainable solutions for everyone as a way of living, and not only as social and political acts within the borders of academia and from political podiums.

For us at SouriaLi, the projects carried out by the CMI are among the most important in promoting a better tomorrow in spite of today’s crises. We hope that our collaboration with the CMI and the World Bank will continue to prosper, as we make our small contribution towards a better world, for the youth and for everyone, today and tomorrow.
THE DREAM IS STUBBORN

The month of September was my last at the head of the Center for Mediterranean Integration, and therefore a time to reflect on the last 4 years. For me and my CMI colleagues, these years have been full of dreams, hardship, achievements and hope. We shared the dream of a peaceful and prosperous Mediterranean Region, in which every young woman and man can seek knowledge and accomplishment without the threats of insecurity, exclusion or prejudice. Conflict, terror and the human tragedy they cause have marred these years and our journey, and at moments made the dream look distant and the road bumpy. But the many young women and men who came to CMI to share their experiences, in Marseille and elsewhere in the region, taught us perseverance. The refugees and migrants whom we met taught us courage and hope. And our members and partners showed us how multi-country and multi-institution cooperation can move mountains.

Thanks to these thousands of inspiring individuals, we have persisted and achieved quite a lot. CMI is today a well-established dialogue forum on Mediterranean integration, and a respected knowledge sharing platform with a reputation for openness, professionalism and quality. Our programs draw thousands of participants and partners representing governments, the private sector and civil society from around the Mediterranean. And CMI is in a better position than ever before to put public goods on regional development agendas. We are not naive and we know the journey to Mediterranean integration will be long and arduous. Yet, with our growing community of members, partners, associates and fellows we have confidence in our collective capacity to influence change, to make the voice of young people heard and to build effective cooperation networks.
At this moment, my thoughts don’t go to the CMI programs but to the people behind them. First, they go to the diverse and multicultural group of colleagues whom I came to admire for their commitment and hard work. They delivered everything that was expected from them and added innovation, enthusiasm and the art of communication. For them, the CMI is neither a job nor an occupation. It is a cause they believe in and serve with passion. Each one of them is a true example of the rich talent, kindness and integrity of the Mediterranean region’s youth.

I can only be grateful to the senior management and my colleagues at the World Bank for their leadership and support. They believed in the CMI’s role, defended it and preserved its funding in times of budget restrictions and hard choices. They communicated their vision to us clearly and knew how to inspire us.

I also would like to express my great appreciation to the members of the Oversight Committee. We met formally a few times a year but we exchanged our ideas much more often. Despite the scarcity of these moments of contact and the diversity of priorities and agendas, I always felt the sincerity of their support. Without their dedication and the trust they put in me and my team it would have been impossible to reach agreement so often on strategy, programs and budgets.

At a time when I am preparing to leave Marseille, I must acknowledge the unwavering support of the Mayor of the city and its officials. For more than a decade they hosted the CMI in the Villa Valmer, one of the great city landmarks. This landmark, and beyond it the City of Marseille itself, became a symbol for a diverse and united Mediterranean.

Finally, I have the great joy of welcoming Blanca Moreno-Dodson as the future manager. With her track record of integrity and expertise she will certainly take the CMI to new horizons. I wish her great success in her endeavors.

The journey continues. The dream that we share is both beautiful and stubborn ...
WHAT WE ARE: A MULTI-PARTNER PLATFORM

The Center for Mediterranean Integration (CMI) is a multi-partner platform where development agencies, governments, local authorities and civil society from around the Mediterranean convene to exchange knowledge, discuss public policies, and identify solutions to key challenges facing the Mediterranean region.

OUR GOAL: AN INCLUSIVE, INTEGRATED, AND STABLE REGION

Through innovative solutions, the CMI aims to help countries achieve transformative reforms and enhance integration in the Mediterranean region.

OUR ESSENCE: STRATEGIC PARTNERSHIPS

The capacity to build partnerships among a wide spectrum of development actors from the South and the North of the Mediterranean is unique to the CMI.

Members:
• Governments: Egypt, Greece, Jordan, Lebanon, Morocco, Palestinian Authority, Tunisia, France, Italy, and the European External Action Service (EEAS) as an observer.
• Local authorities: City of Marseille, Provence-Alpes-Côte d’Azur Region.
• International financial institutions: European Investment Bank (EIB), the World Bank Group (WBG).

Partners: The CMI nurtures strong partnerships with more than sixty institutions, including: French Development Agency (AFD), Caisse des Dépôts et Consignations (CDC), GIZ, Anna Lindh Foundation (ALF), Union for the Mediterranean (UFM), Arab Urban Development Institute (AUDI), Association of Arab Universities, Islamic Educational, Scientific, and Cultural Organization (ISESCO), the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM), France Médias Monde, and others. The full list of partners is available on the CMI’s website: www.cmimarseille.org
Partnerships at the heart of the CMI

Governance: Member institutions are represented in the Center’s Oversight Committee, which, in accordance with a Memorandum of Understanding, oversees procedures and pays close attention to strategy, programs, partnerships, overall orientation and the use of the Multi-Donor Trust Fund (MDTF). The Oversight Committee meets regularly during the year while the Annual Meeting gathers all partners once a year.

Financing: The CMI’s budget has three main components:
- A Multi-Donor Trust Fund, which collects contributions from members and partner institutions.
- Direct contributions from the CMI’s partners for specific programs and for general support.
- Financing from the World Bank Group.*

Staffing: The CMI has a core team of World Bank staff and hosts other staff seconded from member and partner institutions, who act as members of the greater CMI team and ensure connection to their institution of origin. Since its creation in 2009, the Center has hosted representatives from AFD, CDC, the City of Marseille, EIB, GIZ, and WBG, as well as the French Ministry of Ecology, Sustainable Development and Energy.

*World Bank Group financing is not a contribution to the MDTF

OUR STRATEGIC RELEVANCE:
CHAMPIONING COLLECTIVE ACTION TO ADDRESS REGIONAL AND GLOBAL CHALLENGES

The Middle East and North Africa (MENA) region is in turmoil:

- **Fragility and conflict:** Syria, Iraq, Libya and Yemen are in civil war, with spillovers of refugees, trade interruptions and economic hardship to neighboring countries and Europe. Palestinians are reeling from deadly attacks and blockades.
- **Violence:** Terrorist groups and sectarian factions spread violence and threaten citizens’ and governments’ ability to perform basic functions, with spillover effects in Europe.
- **Unemployment and exclusion:** Private investment and economic growth is slowing in all countries, while unemployment—especially of women and young people—remains the highest in the developing world. Accountability of officials in MENA, and citizens’ opportunities to voice their concerns are amongst the lowest in the world.
- **Vulnerability to climate change:** The region is highly vulnerable to climate change, with big consequences on water resources, energy use, agriculture, migration, stability, etc.

This turmoil in the MENA region does not just affect the Arab world. The whole world is affected by its spillovers: the threat of terrorism, refugee migration to Europe and elsewhere, and oil price volatility.

The diffuse nature of these spillovers makes it difficult for any one affected country to address the problem unilaterally. Only a concerted effort by the region’s countries, supported by the international community, has a chance of seriously mitigating the effects.

With the diverse composition of its stakeholders, its multi-country approach, its capacity to mobilize worldwide technical expertise, and its neutrality and flexibility, the CMI is uniquely placed to champion such efforts.
OUR FOCUS: YOUTH AND REGIONAL PUBLIC GOODS

Youth is the CMI’s overarching theme. All CMI programs and activities are youth-focused or youth-sensitive. Under this umbrella theme, the CMI focuses its work on providing public goods to address the region’s problems and help it achieve its potential:

- **Education, innovation, employability:** Advancing university governance reforms, improving quality of technical and vocational skills, promoting youth entrepreneurship and innovation.
- **Refugees and mobility:** Supporting host communities and refugee welfare, advancing refugee inclusion, promoting labor mobility, supporting diaspora mobilization.
- **Development and violent extremism prevention:** Understanding how development actions can counter violence; fostering youth inclusion and open-mindedness.
- **Climate change (water & energy):** Promoting a Mediterranean energy market, water and energy efficiency, transition to a low-carbon regime.
- **Territorial cohesion and urban development:** Advancing inclusive growth, reducing disparities between regions and territories, promoting improvements to the management of cities and resilience to risks.

By providing these regional public goods, the CMI contributes to building economic and social cohesion, a more peaceful region, cross-border trade and investment, and more scientific and cultural exchange.
OUR APPROACH: THREE BUSINESS AREAS FOCUSING ON SOLUTIONS

The CMI focuses on identifying and disseminating solutions and acts as a comprehensive service platform built around three complementary business areas:

- Multi-partner programs encourage development stakeholders to work together to inform policy, operationalize concepts, and develop innovative analytical tools and solutions.
- The Mediterranean dialogue forum promotes new ideas and weaves together the political, social and economic dimensions of reforms. The dialogue forum contributes to building consensus and reinforcing cooperation across countries, sectors and stakeholders.
- The Mediterranean knowledge platform aims at brokering and disseminating relevant knowledge products from its partners. The CMI adds value to knowledge through further customization, dissemination and “activation.”
2017
THE YEAR IN REVIEW¹

Building consensus and networks
Disseminating and mainstreaming knowledge
Producing analysis and strategies
Developing pilots and innovative tools
Linking knowledge with operations

¹- Activities described in this report correspond to the period between September 1st, 2016 and September 1st, 2017
OBJECTIVES/PROGRAM AREAS

The overall objective is to improve the quality of human capital and increase its contribution to sustainable economic growth and long-term development. The work program is articulated around three areas which aim to:

1. Promote (i) a new vision and a regional agenda for primary and secondary education – one that promotes critical thinking, creativity and innovation – and (ii) support governance, accountability reforms and focus on sustainable financing and internationalization in tertiary education in order to allow the region to achieve inclusive growth, social stability and global competitiveness (Education for Competitiveness)

2. Foster employability and social protection through knowledge sharing and building the capacity of government officials in MENA (Employment and Social Protection)

3. Support innovation to bolster the value added in the industry, leading to job creation and social integration (Innovation for Value and Employment Creation)

PARTNER ORGANIZATION(S)

French Agency for Development (AFD); European Investment Bank (EIB); Islamic Development Bank (IsDB); and the World Bank (WB).
MENA countries’ involvement in school safety was reinforced through information and engagement of stakeholders on the issues of classroom discipline during a workshop on “School Disciplinary Climates in MENA” (Marseille, April 18-19, 2017) organized by the CMI. Analyses of the inadequate development of socioemotional skills, and the implications this has on social development outcomes and school violence, were also delivered.

**SELECTED OUTCOMES**

**EDUCATION FOR COMPETITIVENESS**

**PRIMARY AND SECONDARY EDUCATION**

- **MENA STAKEHOLDERS INFORMED AND ENGAGED ON THE ISSUES OF SCHOOL SAFETY AND SOCIO-EMOTIONAL SKILLS DEVELOPMENT**

MENA countries’ involvement in school safety was reinforced through information and engagement of stakeholders on the issues of classroom discipline during a workshop on “School Disciplinary Climates in MENA” (Marseille, April 18-19, 2017) organized by the CMI. Analyses of the inadequate development of socioemotional skills, and the implications this has on social development outcomes and school violence, were also delivered.

**TERTIARY EDUCATION**

- **INCREASED COLLABORATION ON GOVERNANCE IN TERTIARY EDUCATION IN THE MENA REGION**

The results of the second edition of the University Governance Screening Card (UGSC) show an overall promising evolution in governance trends and practices of tertiary education institutions in the region. Among the five dimensions that capture the multidimensional nature of governance, significant progress is evident in Mission alignment, Management Orientation and Involvement of Stakeholders. However, a deterioration can be observed in the dimension of Autonomy and Accountability, underlining the need for further collaboration.
DISCUSSIONS INITIATED ON FINANCING OF TERTIARY EDUCATION IN MENA

Discussions with tertiary education stakeholders on innovative and alternative financing approaches were started. Trends in the MENA region showed that notable demographic and socio-economic changes, such as increasing unit cost of instruction and increasing enrollment, put heavy pressures on tertiary education institutions. Moreover, the financing of such institutions is closely linked to their capacity to fulfill national policy goals.

Producing analysis and strategies
Disseminating and mainstreaming knowledge

INCREASED UNDERSTANDING OF THE INTERNATIONALIZATION TRENDS OF TERTIARY EDUCATION IN MENA

Tertiary education stakeholders acknowledged the current status of internationalization of tertiary education across MENA and exchanged views on the benefits of engaging in internationalization. Key observations highlighted notably that the growth rate of international students in the region is higher than the domestic enrolment growth rate and that inbound mobility in MENA has been constantly growing from 2006 (apart from 2011 during the Arab Spring). However, trends show little growth in outward mobility of MENA students going to study in other regions.

Producing analysis and strategies
Disseminating and mainstreaming knowledge

- 2 regional workshops gathered 50 representatives from 5 southern Mediterranean countries
- 1 regional conference gathered 45 institutional and country representatives
- 150+ tertiary education institutions in 8 MENA countries participated in the UGSC
EMPLOYMENT AND SOCIAL PROTECTION

SOLUTIONS PROPOSED TO FOSTER YOUTH EMPLOYABILITY IN MENA

Concrete solutions to enable youth to get involved in the local economy by starting new businesses and enhancing their work skills have been identified. Priorities have been set on the need to work on the region’s human capital through (i) linking quality education with employability, (ii) involving the private sector in education, (iii) creating an enabling business climate, (iv) increasing multi-stakeholders dialogue, and (v) promoting active labor market policies that enhance youth economic inclusion. These solutions and priorities emerged in the “Youth and Employability in MENA” conference (Cairo, July 9-10, 2017) jointly organized by CMI with the Egyptian Ministry of Investment and International Cooperation, AFD, Anna Lindh Foundation (ALF), UNIMED, and WB.

Disseminating and mainstreaming knowledge

MENA COMMUNITY OF PRACTICE ON ACTIVE LABOR MARKET PROGRAMS AND SOCIAL SAFETY NETS EXTENDED TO NEW PARTNERS

The Community of Practice (CoP), currently managed by CMI with technical support from the World Bank’s MENA Social Protection and Labor team, has an enlarged database of members that enabled the CoP to improve its reach and impact. Based on a bottom-up demand, the CoP has organized several virtual events, face-to-face workshops, and study tours that have enabled hundreds of government officials from across Ministries in the region to share knowledge and build their capacity on good practices.

Disseminating and mainstreaming knowledge

Disseminating and mainstreaming knowledge

1 regional conference gathering more than 250 participants from all around the Mediterranean
INNOVATION FOR VALUE AND EMPLOYMENT CREATION

- **DEVELOPING A SET OF KEY INDICATORS TO IMPROVE INNOVATION POLICIES IN MENA**

  Presentation of the Innovation Scoreboard for the MENA region as well as key outcomes based on the collection of available key statistical indicators at (i) the Forum for Industrial Information & Statistics in the Arab Countries (FIISAC) (Muscat, 17-19 October, 2016), and (ii) at the 4th Arab Forum for Scientific Research and Sustainable Development (Cairo, 16-18 December, 2016).

- **CREATION OF A WORKING GROUP TO BRIDGE ACADEMIA AND INDUSTRY IN ARAB COUNTRIES**

  In recognition of its lead in the development of an Innovation Scoreboard for the MENA region, the CMI was invited to the kick-off meeting of a working group that aims to strengthen the linkages between the academic and industrial sectors in Arab countries and enhance the region’s innovation capacity. The meeting was attended by representatives of many Arab and regional organizations, including members of the Tunisian Parliament, the Islamic Educational Scientific and Cultural Organization (ISESCO), United Nations Economic and Social Commission for Western Asia (ESCWA) Technology Center (ETC), the Moroccan Ministry of Higher Education and Scientific Research, the Egyptian National Research Center, the Saad Dahlab Blida University (Algeria), the Industrial Research Center (Libya), the Iraqi Ministry of Industry and Minerals, the University of Jordan, the Tunisian Ministry of Trade and Industry, and others (Rabat, 24-25 April, 2017).
ENLARGED THE SET OF KEY PERFORMANCE INDICATORS (KPI) FOR SCIENCE AND TECHNOLOGY PARKS (STP)

The CMI, in collaboration with the Egyptian Academy of Scientific Research and Technology, and ISESCO, organized a workshop at Cairo’s Smart Villages (18-19 April, 2017) to discuss performance measurement of facility- and service-level management; the potential of bridging the university and industry divide; the creation, transfer and commercialization of technology; nurturing and growing the businesses–industry component, as well as the idea of internationalization and working across national borders.

- Developing pilots and innovative tools
- 2 workshops
- 50 indicators identified for the Innovation Scoreboard
- 50 members in the STP network
REFUGEES, HOST COMMUNITIES AND DIASPORA MOBILIZATION

OUR VISION

Conflicts, economic or political crisis force many civilians to migrate.

They find refuge in host countries seeking education, jobs, healthcare, and shelter.

In our vision both refugees and host communities maintain their welfare. They discover their shared cultures.

For a smooth and prosperous integration.

Made possible by both the host countries and the international community.

In order to be ready for return to their home country.

OBJECTIVES/PROGRAM AREAS

The overall objective is to strengthen existing knowledge and evidence on development solutions to forced displacement. The work is articulated around three pillars:

• Pillar 1: Supporting the welfare of host municipalities: with evidence-based knowledge and peer-learning to improve their capacity in priority public service delivery to their populations and the most vulnerable, including refugees.

• Pillar 2: Supporting refugee inclusion for common welfare in host countries by increasing awareness around potential refugee contribution to the welfare of host countries.

• Pillar 3: Supporting diaspora mobilization through identifying their economic potential and strengthening networking among the diaspora for development activities in current home countries and in countries hosting refugees.

PARTNER ORGANIZATION(S)

CMI, AFD, German Development Agency (GIZ), UN-HABITAT, UNHCR, ESCWA, UN Habitat, International Center for Migration Policy Development (ICMPD), United Cities Local Governments – Middle East and West Asia (UCLG MEWA), WB.
SELECTED OUTCOMES

SUPPORTING THE WELFARE OF HOST MUNICIPALITIES

- MEDITERRANEAN HOST MUNICIPALITIES LEARNING NETWORK CREATED

Comprising 80 municipalities from 5 countries: Iraq, Jordan, Lebanon, Palestine, and Turkey, it is being facilitated for mutual learning on experiences of hosting refugees at the community level. The network was launched in September 2016 through an online discussion forum and is supported through regional learning and networking activities in host countries. The 2nd Annual network meeting on the theme “Local Economic Development in Countries Hosting Refugees” enabled Network members to collectively identify their challenges and priorities as a first step for action planning.

- HOST MUNICIPALITIES AND DEVELOPMENT PRACTITIONERS EXCHANGED EXPERIENCES ON PRIORITY SERVICES (SOLID WASTE MANAGEMENT, HEALTH, SOCIAL COHESION)

Regional Peer-learning workshops and webinars for mayors and technical staff were held and contributed to improving the response capacity of local authorities. These consisted of:

- October 2016 (Bethlehem, Palestine): Workshop on Solid Waste Management in collaboration with WB
- November 2016 (Sanliurfa, Turkey): Workshop on Social Cohesion in collaboration with GIZ
BILINGUAL COMPENDIUM OF BEST PRACTICES IN HOSTING REFUGEES CONTRIBUTED TO CURATION OF EXPERIENCES AND REGIONAL PEER-LEARNING

Collection of 20 best practices and innovative experiences in hosting refugees is being used as evidence-based resource for the Host Municipalities Learning Network and as for regional peer-learning. The compendium has served as a reference for international organizations and sections of it have been included in databases and used in analytical work on municipal best practices in enhancing the resilience of migrants and host communities.

CMI SURVEY OF HOST MUNICIPALITIES, FOCUSING ON LOCAL ECONOMIC DEVELOPMENT provided information about hosting experiences and helped in the design of the annual network event. This benchmarking survey was initiated in May 2017.

- Disseminating and mainstreaming knowledge

- CMI Team was awarded the World bank's MENA Vice Presidency Team Award FY2017
- 5 Peer-to-Peer Learning Workshops and Webinars conducted
- 80+ Municipalities and 100+ mayors/municipal staff from 5 countries participating in the Host Municipalities Network
- 45 municipalities expressed their views in CMI surveys
- 20 good practices collected in a compendium for knowledge-sharing
- Presence at 5 external partner events
SUPPORTING REFUGEE INCLUSION FOR COMMON WELFARE IN HOST COUNTRIES

- LEARNING WORKSHOP: “STRENGTHENING HUMAN RESOURCES FOR HEALTH: INTEGRATION OF REFUGEES INTO HOST COMMUNITY HEALTH SYSTEMS.”

In March 2017, the CMI organized, in cooperation with OECD and the World Bank, a two-day workshop designed for governments, organizations, and stakeholders to discuss challenges and opportunities for strengthening the numbers and competencies of refugee health professionals in host countries. At issue was how to better address health care needs of both refugees and the local population. Participants included Syrian refugee and host community health professionals; representatives of MENA and OECD governments; members of academia, including deans of training centers and medical schools; donors; associations; and global medical education partnerships such as the Global Platform for Syrian Students.

- STOCKTAKING OF REFUGEE INCLUSION POLICIES in host countries of the Middle East and Europe. Case studies include Germany, Austria, Italy, Greece, Jordan, Lebanon and Turkey. (Being continued in FY2018).

- Disseminating and mainstreaming knowledge

- Producing analysis and strategies

- 40 participants
KNOWLEDGE SUPPORT

KNOWLEDGE TOOLS
The program areas described above were supported by Knowledge Tools, consisting of a twice-quarterly Refugees and Migrants newsletter, a knowledge base currently including 180 items, and a private online discussion platform to allow for up-to-date, cross-cutting knowledge support aimed at host communities, governments and development actors.

- Mediterranean Refugees and Migrants Newsletter: 8 issues and 6K recipients
- Refugees Online Knowledge Base: 180+ items
- Host community online discussion forum: 35 active members
- 33 blogs and stories

SUPPORTING DIASPORA MOBILIZATION AND MOBILITY

SYRIAN INTERNATIONAL BUSINESS ASSOCIATION (SIBA) CREATED
Diaspora initiative paved the way for creation of Syrian International Business Association (SIBA) for Greater Engagement and Networking. The Syrian Diaspora Business Forum, held in Eschborn, Germany, in Feb. 2017, discussed how to support investments, technology transfers, market identification and skills development to enhance the development of Syrian firms outside of Syria during the current conflict and inside of Syria once reconstruction begins. The event led to the creation of the Syrian International Business Association (SIBA), facilitated by CMI. SIBA wants to represent and empower the Syrian business community outside Syria, and facilitate growth of Syrian businesses to contribute positively to both the Syrian diaspora community and hosting countries. CMI has facilitated partner meetings and meetings of the SIBA steering committee since February 2017 and supported the preparation of the group’s first official General Assembly network meeting in July 2017, which led to the official launch of SIBA.

- 8 Webinars organized for partners and steering committee
- 80+ Syrians participated to the “Supporting Syrian Diaspora Business” event
- 100+ Syrian businessmen and women registered for the SIBA General Assembly

Building consensus and networks
Developing pilots and innovative tools
OBJECTIVES/PROGRAM AREAS

Countering Violent Extremism is becoming a priority for international cooperation as radicalization has direct consequences on development. The program aims at:

- Encouraging development actors to bring in a clear value added in terms of local actions, knowledge contribution, dissemination and cooperation.
- Linking the donor community to the significant research that has been done in order to translate knowledge into concrete operations, for tackling the roots of violent extremism in the long run, through cross-cutting actions that impact different sectors.

PARTNER ORGANIZATION(S)

French Agency for Development (AFD), the World Bank.
SELECTED OUTCOMES

■ INCREASED KNOWLEDGE AND ANALYSIS ON THE VIOLENT EXTREMISM PHENOMENON FROM A DEVELOPMENT PERSPECTIVE

Meetings among experts with different backgrounds allowed the production of a trilingual policy paper, “Violent Extremism and Development,” which has served as basis for advocacy to governments, parliaments, and development institutions. Examples include an evidence session at the British Parliament (London, October 25, 2016), the International Meetings on Radicalization Phenomena (Rabat, October 27-28, 2016), and a joint AFD-CMI experience-sharing seminar (Paris, November 7, 2016). A framework has also been set up to allow better cooperation with partners and the creation of linkages with Education (and in particular within the area of school disciplinary structures).

■ IDENTIFICATION OF INNOVATIVE PILOT SOLUTIONS

Dialogue and exchanges with stakeholders allowed the identification of pilot solutions to be supported, such as a Massive Open Online Course (MOOC) on Radicalization and Terrorism. A workshop on Measuring Radicalization (Marseille, March 15-16, 2017) set the basis for a broader work on the drivers of radicalization.

- Developing pilots and innovative tools
  - 6 meetings
  - 1 policy paper
  - 1 workshop in Tunisia
  - 2 workshops in Marseille
  - Blog series
  - Presence at 2 external events
CLIMATE CHANGE (ENERGY AND WATER)
Mediterranean Forum on Electricity and Climate Change

OUR VISION

OBJECTIVES/PROGRAM AREAS
The overall objective is to raise awareness on the benefits of Mediterranean energy market integration to support the transition to low-carbon economies in MENA and Europe.

To reach this objective, the CMI launched the Mediterranean Forum on Electricity and Climate Change, a permanent discussion platform among countries, international organizations, regulators and electricity companies. Forum events cover such issues as the role of Mediterranean integration in the implementation of the Paris Agreement, the benefits of regional energy market integration for renewable energy scale-up, and barriers to building interconnectors to achieve Mediterranean energy market integration. The Forum brings together relevant stakeholders by organizing a series of workshops, discussion groups, and high-level meetings on those themes, and by commissioning neutral expert background papers to inform the discussion.

PARTNER ORGANIZATION(S)
World Bank, European Commission, Maltese Presidency of the Council of the European Union.
The CMI’s Mediterranean Forum on Electricity and Climate Change has been effective at creating networks of representatives of government bodies and the energy industry to discuss the benefits of Mediterranean energy market integration and identify innovative solutions to implement such integration, by organizing side events, meetings and workshops. This included organization of events at MEDCOP22 (Morocco, July 18-19, 2016) and COP22 (Morocco, 7-18 November, 2016).

This was accomplished through a workshop organized by the CMI, in cooperation with the European Commission and the Maltese Presidency of the Council of the European Union (Malta, May 17, 2017). The workshop provided a concise presentation of the Package, notably the proposed RES Directive and the proposal for new electricity regulations. As a result, stakeholders in southern Mediterranean countries will be able to take part in the consultation process on the Package and to contribute to shaping the final forms of the Directives and Regulations.
OBJECTIVES/PROGRAM AREAS
The main objectives of the Regional Knowledge Program on Water are to:
• Share knowledge on key water challenges in the Mediterranean region and exchange best practices for increased water security, notably renewable energy sources to increase sustainability and efficient groundwater resource governance regimes.
• Raise awareness on water scarcity in the Mediterranean region.

PARTNER ORGANIZATION(S)
Key Partners: AFD, GIZ, International Center for Advanced Mediterranean Agronomic Studies (CIHEAM), Plan Bleu, World Bank
SELECTED OUTCOMES

■ AWARENESS RAISED ON GROUNDWATER MANAGEMENT

A Regional workshop on Groundwater Management was organized with the French Development Agency in March 2017, in Marseille. It aimed at sharing knowledge, experiences and best practices on groundwater management in the Southern and Eastern Mediterranean amongst development practitioners, technical experts and researchers. More specifically, groundwater management tools and approaches were explored, notably in terms of rights of use, institutional set-ups and regulatory mechanisms. The workshop also discussed the most adapted and efficient groundwater resource governance regimes.

■ AWARENESS RAISED ON NON-CONVENTIONAL WATER SOURCES AND PRIVATE-PUBLIC PARTNERSHIPS

A workshop on “Dealing with Water Scarcity through Desalination, Non-Revenue Water Reduction and Public Private Partnerships” was organized with the World Bank Water Global Practice in December 2016, in Marseille. This workshop gathered water desalination experts, government representatives, development agencies, international financial institutions and private actors to take stock of the potential of desalination for increasing water security in the Mediterranean, as well as the ways in which it can be coupled to renewable energy sources to increase its sustainability. Furthermore, the financial sustainability of desalination projects was discussed through the presentations of several desalination and renewable energy PPPs in the Mediterranean and other best practices from around the world.

### Disseminating and mainstreaming knowledge

- Developing pilots and innovative tools
- 3 national water demand management events (Jordan 2011, Morocco 2014, Tunisia 2015) leading up to the Marseille regional water demand management event

### Building consensus and networks

- Developing pilots and innovative tools
- High satisfaction rate due to inter-sectoral nature of the event
AWARENESS RAISED ON PERFORMANCE-BASED APPROACHES FOR UTILITIES

Water and Sanitation services are essential humanitarian needs during both peace and instability situations. Utilities and service providers need to be well prepared for crisis situations with improved institutional capacity, training and systems. A regional workshop on Water Utilities and Fragility, was organized in May 2017 by the World Bank Water Global Practice and CMI, in Marseille. This workshop exchanged knowledge and experiences of participants in order to improve their readiness to meet crisis challenges and maintain service provision to their populations. Its objective was to understand utilities’ needs during crises, share lessons, drive innovation, and influence policy to better meet the needs of refugees, internally displaced persons (IDPs), and host communities.

- Disseminating and mainstreaming knowledge
- Producing analysis and strategies
- High satisfaction rate due to targeted support for regional water utilities

BUILDING REGIONAL WATER AWARENESS THROUGH A YOUTH-LENS

YOUTH-LED INNOVATIVE WORK ON WASTEWATER IDENTIFIED

Through CMI’s 1st “Mediterranean Water Heroes” contest (in collaboration with the World Bank and Wamda), 80 young water researchers and entrepreneurs and activists from around the Mediterranean submitted their work in a competitive process. Innovative work contributed to the design of the World Water day workshop, winners presented their work, and participants initiated the Med Water Youth network.

- Developing pilots and innovative tools

MED WATER YOUTH NETWORK FORMED

CMI-facilitated Med Water Youth Network initiated by participants of the “Mediterranean Water Heroes” contest at the World Water Day workshop (March 2017). It gathers 50 young water researchers, entrepreneurs and innovators from around the Mediterranean with the objective to give more voice to Mediterranean youth on the regional water agenda, and encourage knowledge- and innovation-sharing amongst its members.

- Building consensus and networks
“YOUTH INNOVATING WITH WASTEWATER FOR A SUSTAINABLE MEDITERRANEAN” WORKSHOP ON WORLD WATER DAY

Organized by the CMI Water Expert Hub, it emphasized stronger inclusion of Mediterranean youth and technical experts working in the wastewater field to discuss the opportunities and challenges facing treated wastewater reuse in the region. This 1st in a forthcoming series of World Water day workshops stimulated inter-generational and regional exchange ranging from the technical to the economic opportunities and social impacts of wastewater reuse.

- Disseminating and mainstreaming knowledge
- Building consensus and networks

- 84 Mediterranean Water Hero Participants
- 70 participants including 40 Youth at WWD workshop
- 50 Med Water Youth Network members

JOINT PROGRAMMING AND COLLABORATION – THE CMI WATER EXPERT HUB

Four Water Hub meetings were held over 2016 and 2017 to set a multi-partner regional agenda while ensuring ongoing exchanges and joint programming between water hub partners. The water expert hub thereby contributes to increased collaboration and integration on water issues in the water-scarce Mediterranean region, while taking into account best practices and experiences from around the world.

- Developing pilots and innovative tools
- 4 multi-partner online consultations for joint programming
OBJECTIVES/PROGRAM AREAS
The work is structured around two objectives:

• Develop a common understanding on territorial development and cohesion and set priorities for action to reduce regional disparities in MENA

• Foster cooperation on the various CMI urban programs and support learning networks to help MENA stakeholders share experiences.

PARTNER ORGANIZATION(S)
CMI in partnership with AFD, Cooperation for Urban Mobility in the Developing World (CODATU), Agence des Villes et Territoires Méditerranéens Durables (AViTeM), Cities Alliance, EIB, GIZ, MedCities, United Cities and Local Governments (UCLG), UCLG-MEWA, the World Bank.
SELECTED OUTCOMES

■ STOCKTAKING OF KNOWLEDGE ON TERRITORIAL COHESION IN THE MEDITERRANEAN

A stocktaking paper, completed in December 2016, presents an analytical overview of working approaches of CMI Urban Hub members on territorial cohesion and spatial disparities in the Mediterranean. It offers i) a better understanding of the concept of territorial cohesion, proposing a definition derived from the economic potential of agglomerations and urban areas; and ii) an overview of the main activities that have been initiated by CMI members and partners (including GIZ, the World Bank, EIB, AFD, etc.) to promote territorial cohesion and regional development in the MENA region. The paper informed the preparation of the inaugural learning event and identified areas of priority action for CMI Urban Hub members.

■ CHALLENGES AND AREAS OF ACTION FOR PROMOTING TERRITORIAL COHESION AND THE ROLE OF CITIES IN THE MENA REGION IDENTIFIED

An inaugural workshop, held on May 4-5, 2017 in Marseille, France, promoted knowledge sharing through exchanges on good practices and lessons learned and encouraged the formation of multi-stakeholder networks to inform policy-making. It discussed the key levers of territorial cohesion and the role of cities in designing and implementing territorial policies. It identified areas of action for further specific learning and technical support. Organized by the CMI Urban Hub, the event gathered more than 50 national and local government representatives, practitioners, researchers, and activists from six countries — Algeria, Egypt, Jordan, Lebanon, Morocco and Tunisia — along with other international and national stakeholders and representatives from development institutions.
- **JOINT PROGRAMING AND COLLABORATION AROUND TERRITORIAL COHESION AND DEVELOPMENT FOR THE MEDITERRANEAN - THE CMI URBAN HUB**

  CMI facilitated five multi-partner online consultations to prepare joint programming within the framework of the Urban Hub, a platform gathering international donors and development institutions involved in the urban sector in Mediterranean countries. Members agreed on a more focused approach to territorial cohesion/development and spatial disparities, and developed a work plan of joint activities including: analytical work on the Mediterranean, a knowledge event (a regional conference), and a Community of Practice (CoP) to further exchange successful/challenging experiences related to territorial cohesion.

- **ESTABLISHING AND RUNNING A COMMUNITY OF PRACTICE ON URBAN TRANSPORT**

  Launched in May 2016 and operated by Cooperation for Urban Mobility in the Developing World (Codatu), the CoP offers a platform to identify actionable public transport solutions. Building on a database of over 570 contacts, the platform offers webinars 3 to 4 times a year, a quarterly newsletter and an annual regional workshop as well as a North-South exchange program to strengthen regional learning.

- **STRATEGIC PLANNING OF URBAN TRANSPORT PROMOTED THROUGH THE EGYPT URBAN MOBILITY FORUM (UMF)**

  This National Workshop on the financing of urban transport in Cairo and Alexandria took place in November 2016, in the framework of the CMI “Sustainable Urban Transport” program coordinated by AFD, CODATU and the Center for Studies and Expertise on Risks, Environment, Mobility, and Urban and Country Planning (CEREMA). Given the Egyptian context and the urgency of addressing the issue of financing urban transport, the UMF has addressed “out-of-fare-box” financing for the development of metros and urban rail. The presentations and debates led to the formulation of recommendations, most of which were welcomed by Egypt’s Minister of Transport. Five working groups were created to further reflect on the operationalization of these recommendations and an action plan is in preparation.
PROMOTING SMART CITY PROJECTS IN THE MEDITERRANEAN

The event, “Implementation of smart city projects in the Mediterranean region,” was organized by the EIB with the collaboration of the CMI, the Polytechnic University of Madrid (UPM) and the Urban Agency of Zenata (SAZ) on 10-11 October 2016 in Casablanca, Morocco. The EIB is one of the main financial and technical supporters of Smart City projects and its lending priorities are focused on the development of urban areas by encouraging integrated planning and management solutions. The event consisted of a set of lectures, the presentation of Smart City Initiatives, a workshop on implementation and governance issues and a site visit to the Zenata project, one of the EIB’s flagship projects in sustainable urban development in the Region.

- Linking knowledge with operations

- 2 high-level events
YOUTH (OVERARCHING THEME)

OUR VISION

The Mediterranean is a welcoming space for young people

Their voices are heard and taken into consideration

They are actively engaged in the political life

They are entrepreneurs creating new opportunities

Their future belongs to them

OBJECTIVES/PROGRAM AREAS

The overall objective of the program is to foster youth inclusion in MENA. The work is structured around two pillars:

- Promoting opportunities for youth to have a voice: facilitating dialogue to connect youth at local, national and regional levels and build powerful narratives (external track)
- Systematic participation of youth in all CMI activities, across themes (internal track)

PARTNER ORGANIZATION(S)

CMI, World Bank, ALF, UNIMED, Wamda, SouriaLi and other youth-led organizations.
SELECTED OUTCOMES

OPPORTUNITIES FOR YOUTH TO HAVE A VOICE

- **YOUNG MEDITERRANEAN VOICES INITIATIVE STARTED**
  An MoU was signed with the Anna Lindh Foundation in October 2016 in Malta. It aims to scale up the successful Young Arab Voices program (ALF/EU/British Council), which has reached 100,000 young people in MENA. The program consists of the establishment of Young Mediterranean Voices Debate Clubs, where young people aged 18 to 25 years from the EuroMed zone learn and practice the techniques of debating in locally organized ‘debate clubs.’ In addition to increasing their capacities, the program will create opportunities for young influencers to shape policy-making and media narratives.

- **VIDEO SERIES FOR THE PROMOTION OF POSITIVE NARRATIVES ON YOUTH**
  Under the title of “young, loud and clear,” a series of video interviews with young achievers was launched. Eighteen video interviews were produced with young achievers from throughout the region and across activity sectors, in order to promote positive stories about the potential and accomplishments of MENA youth.

- **MENA YOUTH ENGAGED IN SHAPING ITS OWN FUTURE**
  The World Bank Group and the CMI invited a group of young opinion-leaders to weigh in on the barriers that youth face in their countries. Thirty young influencers, activists, entrepreneurs, and networkers, gathered to brainstorm about the region’s challenges, discuss strategic priorities for youth engagement and identify opportunities to foster solutions for now and the future. This is one of the primary steps in shaping the CMI’s work on its youth agenda, notably in developing ways to give youth a voice and increase their opportunities.

- **Developing pilots and innovative tools**
- **Disseminating and mainstreaming knowledge**
- **Building consensus and networks**

- 30 influencers and activists convened
- 18 videos with activists and entrepreneurs
- MoU signed with Anna Lindh Foundation
YOUTH DIMENSION MAINSTREAMED

- **WATER AND ENERGY**: (see “Climate change – water” section for more details)
  - Young “Water Heroes” – Youth competition and creation of a network, Youth Innovating with Wastewater for a Sustainable Mediterranean (Launched in Marseille, France, 21-22 March, 2017).
  - #Water_Heroes interactive social media campaign allowed young participants to express their solutions for wastewater reuse in a creative way and share it with the public.

- **EDUCATION, INNOVATION AND EMPLOYABILITY**: (see “Education, Innovation and Employability” section for more details):
  - Regional Conference on Youth and Employability in MENA: Better Skills, More Jobs (Cairo, 9-10 July 2017)
  - #Work_it interactive social media campaign allowed young participants to express, creatively, their ideas on the best ways to resolve youth unemployment and share it with the public.
  - Young Mediterranean Voices Youth Panel debated youth employment (Cairo, 9-10 July 2017): An original live debate opposing two groups of youth on the question “Does the creation of job opportunities for youth lead to peaceful and inclusive societies?”. It was followed by an audience vote on the more persuasive argument.

- **REFUGEES AND HOST COMMUNITIES**: (see “Refugees and Mobility” section for more details): Partnership with SouriaLi, Youth-led Syrian Grassroots Advocacy Media.
  - 18 video portraits of young achievers
  - Partnerships with 3 Youth Media platforms
  - 87 media mentions and 400 participants at Cairo event
  - 2 social media campaigns with 100+ youth contributions
Partnerships lie at the heart of the CMI’s mission. Members and partners have enabled the CMI to become a unique and permanent space for dialogue in the Mediterranean region, bringing together countries, international financial institutions, and local authorities, alongside non-governmental organizations and regional and sectoral networks. This plurality, both in the members’ and partners’ natures and activities, makes the CMI stronger in an increasingly challenging Mediterranean region. Synergies, cooperation, and knowledge sharing are needed more than ever to scale-up actions and provide regional public goods as a coordinated response to regional challenges in the Mediterranean.

**FINDING AN EQUILIBRIUM BETWEEN NORTH AND SOUTH**

A stronger partnership allowing both northern and southern countries to benefit from exchanges of knowledge and practices is crucial to providing regional public goods across the Mediterranean.

Today, the CMI counts 13 members: 9 countries (Egypt, France, Greece, Italy, Jordan, Lebanon, Morocco, Palestinian Authority, Tunisia), 2 local authorities (City of Marseille, Provence-Alpes-Côte d’Azur Region), 2 international financial institutions (European Investment Bank, World Bank), and 1 observing member (European External Action Service).

On the partners’ side, two bilateral donors contribute to the CMI trust fund: AFD, and GIZ. The signature of an MOU with the Anna Lindh Foundation and the upcoming renewal of the one with ISESCO also reinforce the CMI’s links with civil society, in particular in the field of human development.
Communication featured among the CMI’s priorities for the year 2017. Communication is fundamental to the CMI’s effectiveness. It increases the efficiency of knowledge sharing, gives resonance to dialogue, strengthens the impact of programs, facilitates partnerships and paves the way for fundraising.

In 2017, efforts focused on implementing and stepping up the communication strategy laid out in the 2015-2018 Strategic Business plan. After laying the groundwork in 2016 by clarifying CMI’s identity and the framework of its activities, optimizing channels (website, social media), and sealing media partnerships, efforts in 2017 focused on strategizing content for increased visibility and optimized knowledge sharing. This was done through:

**COMMUNICATION: FULL SPEED AHEAD**

**EXAMPLE OF A COMMUNICATION PACKAGE: ZOOM IN ON THE REFUGEE WORK-JOINTLY IMPLEMENTED WITH THE REFUGEE TEAM (since 2016)**

**MEDIA:**
- Two dedicated debate TV shows produced in Paris and Beirut
- Three TV shows (one in Arabic, another in French, and a third in English), each one-hour long co-produced with France 24 and the Museum of the Civilizations of Europe and the Mediterranean (MuCEM)
- A total of 27 media interviews
- Twice-quarterly multi-partner thematic newsletter (8 issues)
- Private Facebook learning group connecting Host Municipalities
- Online knowledge base with 180 entries
- 53 blogs and 25 video interviews with network’s members
- Online campaign for World Refugees Day “R for Resilient Refugees” featuring 9 human stories
- Cross promotion on partners’ platforms: SouriaLi, World Bank, AFD, UNHCR, etc.

**MEDIA ENGAGEMENT**
- **Effective mobilization of CMI/ France Médias Monde partnership:** Building on the memorandum of understanding (MoU) between the CMI and France Médias Monde Group, signed in May 2015, this innovative partnership was leveraged to communicate on a number of strategic themes. France Médias Monde is the public media group in charge of French international broadcasting and comprises the news channels France 24 (broadcasting in three languages: French, Arabic and English), the international radio station Radio France...
EXPANDING KNOWLEDGE SHARING OPTIONS

In 2017, opportunities for knowledge dissemination, including peer-learning events, were increased through the design of efficient knowledge sharing instruments and processes:

- **CMI-facilitated Communities of Practice (CoP) and webinars**: Launched in 2015, the initiative thrived in 2017 with two new Communities of Practice set up, bringing the number facilitated by the CMI to four. The first one, a Community of Practice for young water heroes, now brings together 52 members. Another CoP of municipalities hosting refugees was created. It contains 38 members; 2 virtual peer-to-peer learning sessions were conducted. The third community of practice, the MENA CoP on sustainable urban transport, jointly managed with CODATU and AFD, was also supported. It conducted 3 virtual workshops in 2017. The fourth CoP on Social protection was also facilitated.

- **Partnership with youth media platforms**: In line with CMI’s new focus on youth and in an effort to engage with the wealth of citizen initiatives in the region, partnerships were established with Wamda, Raseef22 and SouriaLi youth-led media and advocacy platforms, among others.

- **Dedicated learning and exchange platforms**: Private Facebook and LinkedIn communities for

Statistics demonstrate impact

- Media coverage on the rise: 220 mentions of the CMI in 2017 (compared to 140 in 2016), in local and regional media.
- New website reaps results: Since the launch of the new website in 2015, and compared to statistics from the previous website, the number of users increased by 270%.
- Facebook kicks off: One year after its launch, the CMI Facebook page gathered more than 124,000 followers from the Mediterranean region.
- Newsletter viewership on constant increase: 35 issues produced so far. The number of views increased around fourfold compared to the newsletter’s first issue produced in April 2014, passing from 392 views for issue 1, to 852 views for issue 25, and reaching a high of 1,169 views for issue 34.
the “Mediterranean Host Municipalities Network” and “Young Water Heroes” were created. These platforms were designed to offer a privileged space for members to exchange and learn from each others’ experiences and best practices.

- Thematic newsletters: The CMI pursued the production of the thematic newsletter, “Mediterranean Refugees and Migrants,” launched in 2016. Produced on a quarterly basis, this newsletter compiles groundbreaking solutions for refugee hosting, which are being implemented by actors around the Mediterranean at all levels of society and government. A similar newsletter on urban development is being developed.

- Online knowledge bases: Two knowledge bases, on “Mediterranean Refugees and Host Communities and Development,” and “Violent Extremism Prevention” were created. These databases offer evidence-based analyses and innovative actions and solutions to help communities develop more effective responses to these crises. It is essential to boost actors’ capacities to work towards the common welfare. A total of 230 reports and studies have been curated and compiled on the website.

PACKAGING AND CUSTOMIZING KNOWLEDGE

In 2017, efforts focused on having knowledge customized and packaged in formats that are readily usable by decision makers, practitioners, civil society, youth and media. As often as possible, the Center made content available in Arabic, French, and English. Priority was given to blogs, multimedia products and data visualization.

- Blogs: A total of 163 blogs were produced (compared to 69 in 2016), most of which were published in all three languages (Arabic, French and English). The CMI engaged with guest bloggers from civil society, partner organizations and regional experts for generating content. Subjects included employment, radicalization, refugees, youth, climate change, the Mediterranean energy market, education, university governance, etc. Blogs were often cross-promoted on partners’ channels.

- Conference Material: The CMI focused on capturing the wealth of knowledge, practices and solutions that was exchanged throughout the various workshops. More than 800 conference materials (experts’ PowerPoint presentations, workshop summary reports, etc.), as well as over 300 reports and studies, are now published on the CMI external website and accessible to all.

- Best practice compendium: The “Mediterranean Host Municipalities Network: Best Practices in Hosting Refugees” compendium collects best practices and successful experiences of host municipalities and local stakeholders, in responding to the refugee crisis. It focuses on priority sectors, such as good governance, social cohesion, labor market integration of both refugees and their hosts, as well as waste management and housing.
THE CMI HAS THREE SOURCES OF FUNDING:

- Financing from the World Bank
- Multi-Donor Trust Funds (MDTF), which received contributions from the French Ministry of Foreign Affairs and International Development, the European Investment Bank (EIB), the French Development Agency (AFD), Caisse des Dépôts et Consignations (CDC), the French Ministry of Economy and Finance, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Provence-Alpes-Côte d’Azur Region, and the governments of Jordan and Tunisia
- Direct contributions from the partners for specific programs and activities

Since the CMI’s establishment in 2009, total contributions from all three funding sources stand at US$51.2 million. Table 1 provides an overview of contributions for fiscal years 2010-17 (the fiscal year runs from July 1 to June 30). It shows that contributions from the World Bank amounted to US$20.5 million for the period. Over the same period, total MDTF contributions were US$11 million. Direct contributions from partners, including monetary and in-kind, as estimated by the partners, amounted to US$19.7 million.

Table 2 shows the breakdown of resources contributed to current activities by the World Bank, the MDTF, and partners, from CMI inception to June 30, 2017. The table shows: i) the total allocation to CMI themes and by source of funding, and ii) the resources allocated to cross-cutting activities at the Coordination Unit, such as CMI governance, program support, and communications. The latter totaled US$15.5 million, including US$12.6 million from the World Bank, and US$1.3 million from the MDTF. The City of Marseille Villa and offices are put at the disposal of the CMI, in co-use with other institutions, reflecting a value of US$1.6 million.

Table 3 (Annex 1) shows the breakdown of resources contributed to completed activities by the World Bank, the MDTF, and partners from CMI inception to June 30, 2017.
TABLE 1: FINANCIAL CONTRIBUTIONS FOR FISCAL YEARS 2010-17, COVERING PERIODS BETWEEN 1 JULY AND 30 JUNE

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<th>FY16</th>
<th>FY17</th>
<th>TOTAL</th>
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<tr>
<td><strong>World Bank Contributions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>USD 1000</strong></td>
</tr>
<tr>
<td>To Business Areas</td>
<td>2,254</td>
<td>2,873</td>
<td>3,926</td>
<td>2,713</td>
<td>2,996</td>
<td>2,564</td>
<td>2,169</td>
<td>1,000</td>
<td>20,494</td>
</tr>
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<td>To Center Administration</td>
<td>754</td>
<td>833</td>
<td>1,926</td>
<td>1,133</td>
<td>1,070</td>
<td>775</td>
<td>634</td>
<td>768</td>
<td>7,892</td>
</tr>
<tr>
<td><strong>Partner Contributions to MDTF</strong></td>
<td>2,889</td>
<td>3,278</td>
<td>197</td>
<td>1,347</td>
<td>620</td>
<td>1,660</td>
<td>1,113</td>
<td>11,044</td>
<td></td>
</tr>
<tr>
<td>French Ministry of Foreign Affairs and International Development</td>
<td>1,353</td>
<td>2,641</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,005</td>
<td>-</td>
<td>4,999</td>
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<tr>
<td>European Investment Bank (EIB)</td>
<td>597</td>
<td>392</td>
<td>192</td>
<td>812</td>
<td>-</td>
<td>331</td>
<td>812</td>
<td>3,137</td>
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<td>Agence Française de Développement (AFD)</td>
<td>535</td>
<td>257</td>
<td>419</td>
<td>340</td>
<td>-</td>
<td>-</td>
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<td>1,551</td>
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<tr>
<td>Caisse des Dépôts et Consignations (CDC)</td>
<td>285</td>
<td>134</td>
<td>132</td>
<td>118</td>
<td>112</td>
<td>105</td>
<td>887</td>
<td></td>
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<tr>
<td>French Ministry of Economy and Finance (MINEFI)</td>
<td>300</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>226</td>
<td>113</td>
<td>639</td>
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<tr>
<td>Region Provence Alpes-Cote D’Azur (PACA)</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>111</td>
<td>-</td>
<td>-</td>
<td>111</td>
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<tr>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>70</td>
<td>-</td>
<td>88</td>
<td>88</td>
<td></td>
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<tr>
<td>Government of Jordan</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>70</td>
<td></td>
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<tr>
<td>Tunisian Ministry of Development and International Cooperation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>48</td>
<td>70</td>
<td>-</td>
<td>-</td>
<td>48</td>
<td></td>
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<tr>
<td>Trust Fund Investment Income and Fees</td>
<td>(181)</td>
<td>(147)</td>
<td>5</td>
<td>(64)</td>
<td>(20)</td>
<td>(74)</td>
<td>(5)</td>
<td>(486)</td>
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</table>

| **Other Partner Contributions /1** |       |       |       |       |       |       |       | 19,679 |
| Agence Française de Développement (AFD) |       |       |       |       |       |       |       | 3,756  |
| Anna Lindh Foundation (ALF) |       |       |       |       |       |       |       | 80     |
| Arab Republic of Egypt |       |       |       |       |       |       |       | 15     |
| Caisse des Dépôts et Consignations (CDC) |       |       |       |       |       |       |       | 1,180  |
| Cities Alliance |       |       |       |       |       |       |       | 265    |
| City of Marseille |       |       |       |       |       |       |       | 435    |
| City of Marseille (in-Kind) /2 |       |       |       |       |       |       |       | 1,628  |
| European Investment Bank (EIB) |       |       |       |       |       |       |       | 2,043  |
| European Training Foundation (ETF) |       |       |       |       |       |       |       | 152    |
| Global Environement Facility (GEF) |       |       |       |       |       |       |       | 3,000  |
| Global Facility for Disaster Reduction and Recovery (GFDRR) |       |       |       |       |       |       |       | 430    |
| Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) |       |       |       |       |       |       |       | 1,451  |
| Islamic Educational, Scientific and Cultural Organization (ISESCO) |       |       |       |       |       |       |       | 218    |
| International Water Association (IWA) |       |       |       |       |       |       |       | 100    |
| League of Arab States (LAS) |       |       |       |       |       |       |       | 250    |
| French Ministère de l’Ecologie, du Développement durable et de l’Energie (MEDDE) |       |       |       |       |       |       |       | 102    |
| Migration Policy Center |       |       |       |       |       |       |       | 100    |
| Morocco Governance Transition Fund |       |       |       |       |       |       |       | 730    |
| Nordic Trust Fund (NTF) |       |       |       |       |       |       |       | 375    |
| Organisation for Economic Co-operation and Development (OECD) |       |       |       |       |       |       |       | 122    |
| Plan Bleu |       |       |       |       |       |       |       | 1,045  |
| Public-Private Infrastructure Advisory Facility Sub-National Technical Assistance (PPIAF_SNTA) |       |       |       |       |       |       |       | 100    |
| Private Companies |       |       |       |       |       |       |       | 142    |
| Region Provence Alpes-Cote D’Azur Region (PACA) |       |       |       |       |       |       |       | 90     |
| Republic of Malta |       |       |       |       |       |       |       | 70     |
| United Nations Development Programme (UNDP) |       |       |       |       |       |       |       | 653    |
| World Bank Water Partnership Program (WPP) |       |       |       |       |       |       |       | 100    |
| Others |       |       |       |       |       |       |       | 1,048  |

/1 Based on information (includes staff and in-kind) provided by partners at estimated exchange rates.
/2 City of Marseille Villa and offices put at the disposal of CMI in co-use with other institutions.
### TABLE 2: WORLD BANK, MDTF AND PARTNER CONTRIBUTIONS TO CURRENT PROGRAMS AND ACTIVITIES FOR FISCAL YEARS 2010-2017

<table>
<thead>
<tr>
<th>Theme</th>
<th>World Bank Contribution</th>
<th>MDTF Contribution</th>
<th>Partner Contribution</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education/ Innovation/ Employability</td>
<td>1,906</td>
<td>1,096</td>
<td>2,155</td>
<td>5,157</td>
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<tr>
<td>Refugees and mobility</td>
<td>1,724</td>
<td>452</td>
<td>1,252</td>
<td>3,427</td>
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<tr>
<td>Urban Development</td>
<td>316</td>
<td>1,113</td>
<td>4,070</td>
<td>5,499</td>
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<tr>
<td>Climate Change</td>
<td></td>
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<td>Water</td>
<td>424</td>
<td>491</td>
<td>2,429</td>
<td>3,344</td>
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<tr>
<td>Energy</td>
<td>137</td>
<td>-</td>
<td>95</td>
<td>232</td>
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<td>Regional Events</td>
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<tr>
<td>General</td>
<td>140</td>
<td>880</td>
<td>268</td>
<td>1,288</td>
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<tr>
<td>Youth</td>
<td>-</td>
<td>100</td>
<td>20</td>
<td>120</td>
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<tr>
<td>Violent extremism</td>
<td>96</td>
<td>129</td>
<td>55</td>
<td>280</td>
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<tr>
<td>Completed Programs and activities from 2010-2016 (see Annex 1 for breakdown)</td>
<td>3,149</td>
<td>2,799</td>
<td>7,699</td>
<td>13,648</td>
</tr>
<tr>
<td>Sub-Total</td>
<td>7,891</td>
<td>7,060</td>
<td>18,045</td>
<td>32,994</td>
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<td>Coordination</td>
<td>12,602</td>
<td>1,261</td>
<td>1,636</td>
<td>15,499</td>
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<tr>
<td>Grand Total</td>
<td>20,494</td>
<td>11,044</td>
<td>19,679</td>
<td>51,217</td>
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## ANNEXES

### ANNEX 1: WORLD BANK, MDTF AND PARTNER CONTRIBUTIONS TO COMPLETED PROGRAMS AND ACTIVITIES FOR FISCAL YEARS 2010–2017

<table>
<thead>
<tr>
<th>Name</th>
<th>World Bank Contribution</th>
<th>MDTF Contribution</th>
<th>Partner Contribution</th>
<th>TOTAL (USD 1000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Growth</td>
<td>321</td>
<td>618</td>
<td>3,435</td>
<td>4,374</td>
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<td>Environmental Health Initiative</td>
<td>5</td>
<td>58</td>
<td>56</td>
<td>119</td>
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<td>Knowledge Economy</td>
<td>259</td>
<td>527</td>
<td>182</td>
<td>967</td>
</tr>
<tr>
<td>Data Improvement and Quality in Access initiative (DIQA)</td>
<td>58</td>
<td>52</td>
<td>0</td>
<td>110</td>
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<tr>
<td>Open Government Initiative</td>
<td>232</td>
<td>159</td>
<td>1,005</td>
<td>1,396</td>
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<td>Public Procurement Reform</td>
<td>0</td>
<td>31</td>
<td>0</td>
<td>31</td>
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<td>Arab Youth Initiative</td>
<td>878</td>
<td>409</td>
<td>429</td>
<td>1,716</td>
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<td>Integrated Risk Management</td>
<td>256</td>
<td>148</td>
<td>0</td>
<td>403</td>
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<td>Cities and Climate Change</td>
<td>306</td>
<td>40</td>
<td>598</td>
<td>944</td>
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<td>Strategic Urban Development</td>
<td>445</td>
<td>87</td>
<td>719</td>
<td>1,251</td>
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<td>Cities for a New Generation</td>
<td>317</td>
<td>346</td>
<td>100</td>
<td>763</td>
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<tr>
<td>MUDUN (Joint Work Program)</td>
<td>68</td>
<td>222</td>
<td>250</td>
<td>540</td>
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<tr>
<td>ART (Articulation des Reseaux Territoriaux) - Local Empowerment</td>
<td>(4)</td>
<td>103</td>
<td>762</td>
<td>861</td>
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<tr>
<td>Public-Private Partnerships</td>
<td>7</td>
<td>0</td>
<td>163</td>
<td>170</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>3,149</strong></td>
<td><strong>2,799</strong></td>
<td><strong>7,699</strong></td>
<td><strong>13,648</strong></td>
</tr>
</tbody>
</table>
MEMBERS OF THE OVERSIGHT COMMITTEE 2017

Members oversee processes in accordance with the Memorandum of Understanding, paying strong attention to strategy, programs, partnerships, and overall orientation. The Oversight Committee vets new programs, reviews program content, and discusses the use of the Multi-Donor Trust Fund.

EGYPT
- Ms. Dina Safwat, Advisor, Ministry of International Cooperation

FRANCE
- Mr. Nicolas Galey, Deputy Ambassador for the Mediterranean, Ministry for Europe and Foreign Affairs
- Ms. Marie-Hélène Loison, Director, Mediterranean and Middle-East Department, Agence Française de Développement
- Mr. Laurent Zylberberg, Director of Institutional, International and European Relations, Caisse des dépôts et consignations
- Mr. Jean-Yves Astruc, Head of the Decentralized Cooperation Mission, Provence-Alpes-Côte d’Azur Regional Council

GREECE
- H.E. Mr. Efthymios Efthymiades, Director for International Economic Relations & Development Cooperation, Ministry for Foreign Affairs

ITALY
- Mr. Enrico Granara, Minister Plenipotentiary Coordinator for Multilateral Affairs in the Mediterranean and the Middle East, Italian Ministry of Foreign Affairs

JORDAN
- Ms. Zeina Toukan, Director, International Cooperation, Ministry of Planning and International Cooperation

LEBANON
- Mr. Alain Bifani, General Director, Ministry of Finance

MOROCCO
- Mr. Adil Hidane, Director of the Ministry of Finance ad interim, Ministry of Economy and Finance

PALESTINIAN AUTHORITY
- Ms. Laila Sbaih Eghraib, Acting Director General of International Relations and Projects, Ministry of Finance

TUNISIA
- Ms. Saloua Hsoumi, Director General Euro-Mediterranean Cooperation, Ministry of Development, Investment and International Cooperation

EUROPEAN INVESTMENT BANK
- Mr. Eberhard Boemcke, Advisor & Deputy Head of Division

THE WORLD BANK GROUP
- Mr. Mourad Ezzine, World Bank, CMI Manager and Oversight Committee Chair
**LIST OF ACRONYMS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AArU</td>
<td>Association of Arab Universities</td>
</tr>
<tr>
<td>AFD</td>
<td>French Development Agency (Agence française de développement)</td>
</tr>
<tr>
<td>AfDB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>AMPCC</td>
<td>Moroccan Association of Mayors (Association marocaine des présidents des conseils communaux)</td>
</tr>
<tr>
<td>ANAPEC</td>
<td>National Agency for the Promotion of Employment and Skills (Agence nationale de promotion de l’emploi et des compétences), Morocco</td>
</tr>
<tr>
<td>ASCIMER</td>
<td>Assessing Smart City Initiatives for the Mediterranean Region</td>
</tr>
<tr>
<td>AUDI</td>
<td>Arab Urban Development Institute</td>
</tr>
<tr>
<td>AYI</td>
<td>Arab Youth Initiative</td>
</tr>
<tr>
<td>CDC</td>
<td>Caisse des dépôts et consignations, France</td>
</tr>
<tr>
<td>CEFEB</td>
<td>Center for Financial, Economic and Banking Studies (Centre d’études financières, économiques et bancaires)</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CEREMA</td>
<td>Center for Studies and Expertise on Risks, Environment, Mobility, and Urban and Country Planning (Centre d’études et d’expertise sur les risques, l’environnement, la mobilité et l’aménagement), France</td>
</tr>
<tr>
<td>CFAD</td>
<td>Center for Training and Support to Decentralization (Centre de formation à l’appui de la décentralisation), Tunisia</td>
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<tr>
<td>CIHEAM</td>
<td>International Centre for Advanced Mediterranean Agronomic Studies (Centre international de hautes études agronomiques méditerranéennes)</td>
</tr>
<tr>
<td>CODATU</td>
<td>Cooperation for Urban Mobility in the Developing World (Coopération pour le Développement et l’Amélioration des Transport Urbains et Périurbains)</td>
</tr>
<tr>
<td>CoMun</td>
<td>Cooperation of Cities and Municipalities in the Maghreb Region</td>
</tr>
<tr>
<td>CoP</td>
<td>Community of Practice</td>
</tr>
<tr>
<td>CRPM</td>
<td>Conference of Peripheral Maritime Regions of Europe (Conférence des Régions Périphériques Maritimes d’Europe)</td>
</tr>
<tr>
<td>DGCL</td>
<td>General Directorate for Local Government (Direction générale des collectivités locales), Morocco</td>
</tr>
<tr>
<td>DGCPL</td>
<td>General Directorate for Local Government (Direction générale des collectivités publiques et locales), Tunisia</td>
</tr>
<tr>
<td>DST</td>
<td>German Association of Cities (Deutscher Städtetag)</td>
</tr>
<tr>
<td>EBRD</td>
<td>European Bank for Reconstruction and Development</td>
</tr>
<tr>
<td>EC</td>
<td>European Commission</td>
</tr>
</tbody>
</table>
ECB European Central Bank
EIB European Investment Bank
ESCWA United Nations Economic and Social Commission for Western Asia
EU European Union
FMM France Médias Monde
FNVT National Federation of Tunisian Cities (Fédération nationale des villes tunisiennes)
GFDRR Global Facility for Disaster Reduction and Recovery
GIZ German Federal Enterprise for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit)
IASP International Association of Science Parks and Areas of Innovation
ICMPD International Centre for Migration and Policy Development
IFC International Finance Corporation
IIEP International Institute for Education Planning
ILO International Labour Organization
INSEAD Graduate business school
IPEMED Economic Foresight Institute for the Mediterranean Region (Institut de prospective économique du monde méditerranéen)
IRC International Rescue Committee
ISESCO Islamic Educational, Scientific and Cultural Organization
LUTP Leaders in Urban Transport Planning
MEDCOP21 Mediterranean Conference on Climate, June 2015
MEDDE Ministry of Ecology, Sustainable Development, and Energy (Ministère de l’écologie, du développement durable et de l’énergie), France
MENA Middle East and North Africa
MoU Memorandum of Understanding
MuCEM Museum of European and Mediterranean Civilizations
NGO non-governmental organization
OECD Organisation for Economic Co-operation and Development
ONGE National Office for Electricity and Drinking Water (Office national de l’électricité et de l’eau potable), Morocco
ONEMA National Agency for Water and Aquatic Environments (Office national de l’eau et des milieux aquatiques), France
PACA Provence-Alpes-Côte d’Azur region, France
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIK</td>
<td>Potsdam Institute for Climate Impact Research (Potsdam-Institut für Klimafolgenforschung), Germany</td>
</tr>
<tr>
<td>Plan Bleu</td>
<td>Plan Bleu for Environment and Development in the Mediterranean (environnement et développement en Méditerranée)</td>
</tr>
<tr>
<td>PPIAF</td>
<td>Private Participation in Infrastructure Advisory Facility</td>
</tr>
<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SMEs</td>
<td>Small and medium-sized enterprises</td>
</tr>
<tr>
<td>SONEDE</td>
<td>National Public Water Supply Utility (Société nationale d’exploitation et de distribution des eaux), Tunisia</td>
</tr>
<tr>
<td>STP</td>
<td>science and technology park</td>
</tr>
<tr>
<td>SWEEP-Net</td>
<td>The Regional Solid Waste Exchange of Information and Expertise Network in Mashreq and Maghreb Countries</td>
</tr>
<tr>
<td>UCLG</td>
<td>United Cities and Local Governments</td>
</tr>
<tr>
<td>UCLG-MEWA</td>
<td>United Cities and Local Government, Middle East and West Africa</td>
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<td>UfM</td>
<td>Union for the Mediterranean</td>
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<td>UGSC</td>
<td>University Governance Screening Card</td>
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<td>UKP</td>
<td>Urbanization Knowledge Platform</td>
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<td>UMF</td>
<td>Egypt Urban Mobility Forum</td>
</tr>
<tr>
<td>UNEP</td>
<td>United Nations Environment Programme</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Program</td>
</tr>
<tr>
<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<td>UNIMED</td>
<td>Mediterranean Universities Union</td>
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<td>UPFI</td>
<td>Urban Projects Finance Initiative</td>
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<td>WAMA-Net</td>
<td>Waste Management Network, Tunisia</td>
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<td>WB</td>
<td>The World Bank</td>
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<td>WBG</td>
<td>World Bank Group</td>
</tr>
<tr>
<td>WSC</td>
<td>Water Service Corporation, Malta</td>
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</tbody>
</table>
The Center for Mediterranean Integration (CMI) is a space where development agencies, Governments, local authorities and civil society from around the Mediterranean convene in order to exchange knowledge, discuss public policies, and identify the solutions needed to address key challenges facing the Mediterranean region.